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29 SEP 1954

MEMORANDUM FOR: Staff and Division Chiefs, Office of Personnel

SUBJECT: Briefing Material for the Survey Task Force

1. Since circulating one copy of the complete "black book" for the purpose of briefing the Survey Task Force headed by General Mark Clark, the Staff has received requests for copies of the narrative material included therein. There is attached for your information and retention a copy of the non-statistical material included in the "black book".

2. For security reasons no further description of the statistical annex will be made. However, the information contained therein is available to Staff and Division Chiefs of the Office of Personnel on a "need to know" basis.

[redacted]

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Chief, Planning and Analysis Staff

Attachment

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MISSION

OFFICE OF PERSONNEL [redacted] 25X1A9a

THE ASSISTANT DIRECTOR FOR PERSONNEL IS RESPONSIBLE TO THE DIRECTOR OF CENTRAL INTELLIGENCE FOR THE DEVELOPMENT AND ADMINISTRATION OF AN AGENCY-WIDE PERSONNEL PROGRAM. HE SHALL:

1. FORMULATE AND RECOMMEND POLICIES, REGULATIONS, AND STANDARDS WHICH SHALL GOVERN THE ADMINISTRATION OF PERSONNEL THROUGHOUT THE AGENCY.

2. ADVISE AND ASSIST ADMINISTRATIVE AND OPERATING OFFICIALS ON ALL MATTERS OF PERSONNEL ADMINISTRATION.

3. INSPECT, REVIEW AND EVALUATE ALL PHASES OF PERSONNEL MANAGEMENT ACTIVITY WHEREVER PERFORMED IN THE AGENCY, FOR COMPLIANCE WITH POLICIES, REGULATIONS, AND STANDARDS, AND FOR ADEQUACY OF PERSONNEL PROGRAMS AT ALL LEVELS OF THE AGENCY.

4. REPRESENT THE AGENCY ON CIVILIAN AND MILITARY PERSONNEL MATTERS TO THE U.S. CIVIL SERVICE COMMISSION, THE SELECTIVE SERVICE SYSTEM, THE DEPARTMENT OF DEFENSE, AND OTHER AGENCIES AS MAY BE DESIGNATED.

5. CONDUCT RESEARCH IN THE FIELD OF PERSONNEL MANAGEMENT AS REQUIRED IN SUPPORT OF OPERATIONAL PROGRAMS.

6. PROVIDE PERSONNEL SERVICE FOR THE AGENCY TO INCLUDE:

   (A) POSITION CLASSIFICATION AND WAGE ADMINISTRATION.

   (B) PROCUREMENT AND PLACEMENT OF PERSONNEL FOR ALL COMPONENTS OF THE AGENCY.

   (C) PROFICIENCY AND APTITUDE TESTING AND EVALUATION OF APPLICANTS AND EMPLOYEES FOR ELIGIBILITY AND SUITABILITY FOR EMPLOYMENT WITH THE AGENCY.

   (D) PROCUREMENT AND ASSIGNMENT OF MILITARY AND OTHER IAC PERSONNEL TO THE AGENCY, AND ADMINISTRATIVE OPERATIONS IN CONNECTION WITH THESE DETAILS.

   (E) PREPARATION OF APPROPRIATE PERSONAL SERVICE CONTRACTS FOR ALL COMPONENTS OF THE AGENCY.

   (F) ADMINISTRATION OF A PROGRAM FOR HOLDING PERSONNEL FOR EVENTUAL ASSIGNMENT TO OPERATING COMPONENTS OF THE AGENCY.

   (G) ADMINISTERING AND MONITORING THE AGENCY CAREER SERVICE PROGRAM. DEVELOPING AND RECOMMENDING THE ESTABLISHMENT OF POLICIES AND PROCEDURES FOR THE MANAGEMENT OF CAREER BOARDS AND, THROUGH REVIEW OF THEIR ACTIVITIES, PERIODICALLY ADVISING THE DIRECTOR AS TO THE EFFECTIVENESS AND ACCOMPLISHMENTS OF THE PROGRAM.

   (H) IN-SERVICE PROMOTION PROGRAM TO BRING ABOUT MAXIMUM UTILIZATION OF THE SKILLS AND ABILITIES OF PERSONNEL ALREADY IN THE AGENCY.

   (I) A PROGRAM OF PERSONNEL RELATIONS ACTIVITIES, INCLUDING COUNSELING AND EMPLOYEE SERVICES.

   (J) ESTABLISHMENT OF SPECIAL MONETARY ALLOWANCES AND DIFFERENTIALS FOR OVERSEAS PERSONNEL, AS REQUIRED.

   (K) OPERATION OF A CENTRAL PROCESSING SERVICE FOR PERSONNEL PERFORMING OFFICIAL TRAVEL.

   (L) THE RECORDING OF ALL PERSONNEL TRANSACTIONS, MAINTENANCE OF

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PERSONNEL FILES, AND A POSITION CONTROL SYSTEM.

(M) A PROGRAM INVOLVING THE COMPILATION AND PRESENTATION OF COMPREHENSIVE PERSONNEL STATISTICAL DATA FOR USE BY ALL COMPONENTS OF THE AGENCY.

(N) ADMINISTRATION OF DESIGNATED COMMERCIAL LIFE AND MEDICAL INSURANCE PROGRAMS FOR THE BENEFIT OF ALL AGENCY PERSONNEL.

7. PROVIDE NECESSARY PERSONNEL SERVICES FOR THE NATIONAL SECURITY COUNCIL.

8. SUPERVISE THE ACTIVITIES OF THE CIA HONOR AWARDS BOARD.

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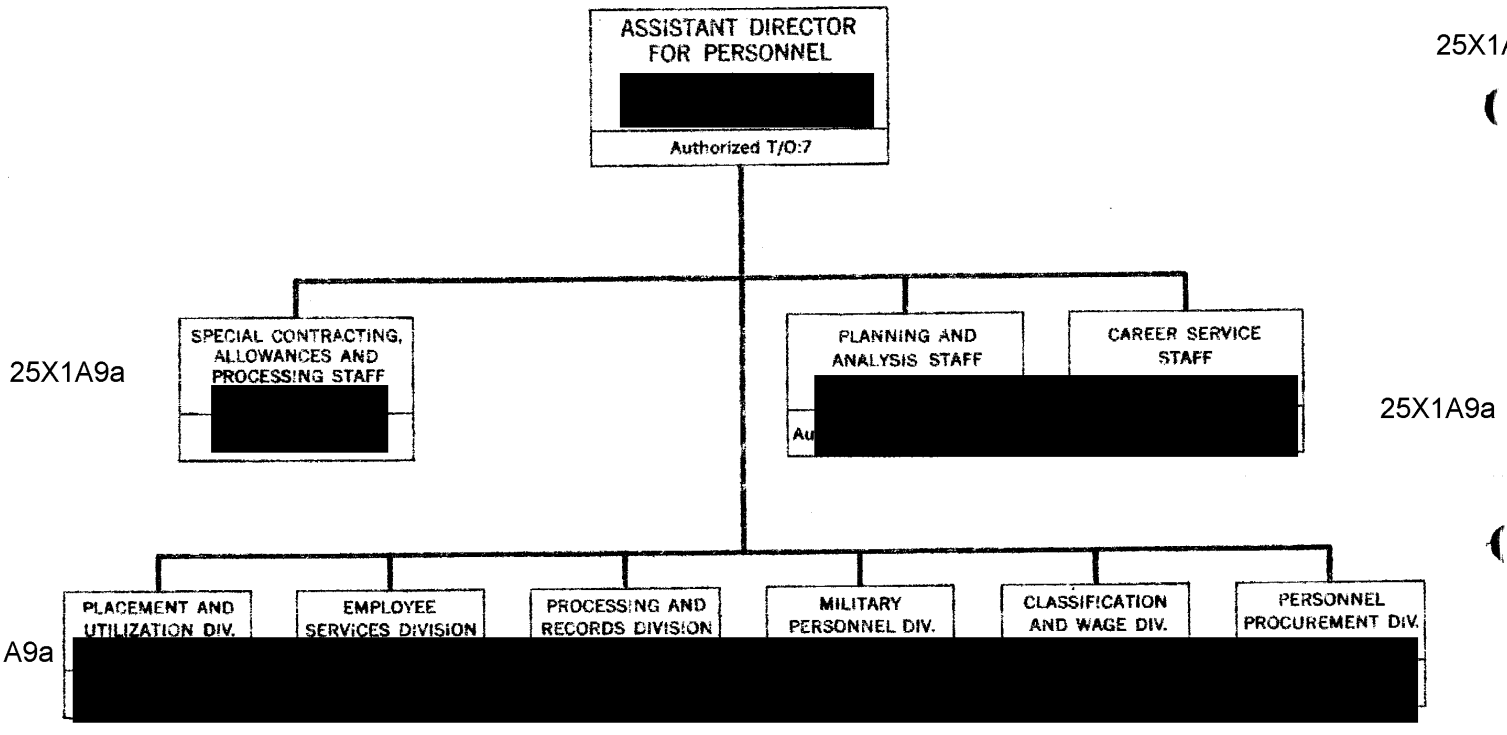
Prepared in July 1954
for Clark Committee

OFFICE OF PERSONNEL



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[redacted] STAFF

RESPONSIBLE FOR PLANNING AND DIRECTING THE DEVELOPMENT AND COORDINATION OF RECOMMENDATIONS CONCERNING AGENCY PERSONNEL POLICY, PROGRAM OBJECTIVES, STANDARDS AND PROCEDURES, INCLUDING THE DEVELOPMENT OF APPROPRIATE REGULATORY ISSUANCES; THE DEVELOPMENT AND COORDINATION OF RECOMMENDATIONS CONCERNING POLICIES AND PROCEDURES ON MANPOWER REQUIREMENTS IN SUPPORT OF THE AGENCY'S LONG-RANGE MISSION AND OF ITS MOBILIZATION AND OPERATIONS IN TIME OF NATIONAL EMERGENCY; THE DEVELOPMENT OF AN AGENCY PERSONNEL RESERVE PROGRAM; THE PREPARATION, ANALYSIS AND PRESENTATION OF COMPREHENSIVE PERSONNEL STATISTICAL REPORTS; AND PROGRAMS AND ACTIVITIES IN HEADQUARTERS AND IN THE FIELD.

ANALYSIS BRANCH

RESPONSIBLE FOR THE CONTINUOUS REVIEW OF THE CURRENT EFFECTIVENESS OF PERSONNEL PROGRAMS AND ACTIVITIES IN HEADQUARTERS AND IN THE FIELD; ANALYZES INDIVIDUAL PERSONNEL PROGRAMS AND THE OPERATIONS OF PERSONNEL COMPONENTS ESTABLISHED OUTSIDE THE OFFICE OF PERSONNEL TO EVALUATE THEIR EFFECTIVENESS AND CONFORMANCE TO CURRENT POLICIES AND PROCEDURES; EVALUATES THE EFFECTIVENESS OF PERSONNEL SERVICES TO FIELD ACTIVITIES; DIRECTS AND COORDINATES THE ACTIVITIES OF TEAMS OF PERSONNEL SPECIALISTS ORGANIZED TO REVIEW AND INSPECT PERSONNEL PROGRAMS AND ACTIVITIES AND FORMULATES RECOMMENDATIONS FOR THEIR IMPROVEMENT.

PLANS BRANCH

RESPONSIBLE FOR THE DEVELOPMENT AND COORDINATION OF RECOMMENDATIONS CONCERNING AGENCY PERSONNEL POLICY, PROGRAM OBJECTIVES, STANDARDS AND PROCEDURES, AND FOR THE PREPARATION OF APPROPRIATE AGENCY AND INTERNAL OFFICE OF PERSONNEL REGULATORY ISSUANCES IMPLEMENTING SUCH RECOMMENDATIONS; REVIEWS STUDIES, REPORTS AND OTHER MATERIALS WHICH INVOLVE THE ESTABLISHMENT OF PERSONNEL POLICY OR PRECEDENTS OR THE APPLICATION OR INTERPRETATION OF APPROVED OR PENDING REGULATIONS AND PROCEDURES, STATUTORY AND REGULATORY ISSUANCES, PROPOSED FEDERAL PERSONNEL LEGISLATION AND PERSONNEL MANAGEMENT PRACTICES IN GOVERNMENT AND INDUSTRY IN ORDER TO EVALUATE THEIR APPLICABILITY TO AGENCY PERSONNEL OBJECTIVES AND ACTIVITIES; CONDUCTS THE RECORDS MANAGEMENT AND FORMS CONTROL PROGRAMS WITHIN THE OFFICE OF PERSONNEL; COORDINATES THE REVIEW WITHIN THE OFFICE OF PERSONNEL OF REGULATORY PROPOSALS INITIATED IN OTHER AGENCY COMPONENTS; MAINTAINS FILES AND REFERENCE MATERIALS PERTINENT TO THE ABOVE ACTIVITIES.

MOBILIZATION PLANNING BRANCH

RESPONSIBLE FOR THE DEVELOPMENT AND COORDINATION OF RECOMMENDATIONS CONCERNING AGENCY POLICIES AND PROCEDURES ON MANPOWER REQUIREMENTS IN SUPPORT OF THE AGENCY'S LONG-RANGE MISSION AND OF ITS MOBILIZATION AND OPERATIONS IN TIME OF NATIONAL EMERGENCY; PROVIDES POLICY GUIDANCE AND ADVICE TO OPERATING OFFICIALS ON PERSONNEL RESOURCES; PROCUREMENT AND UTILIZATION IN CONNECTION WITH MOBILIZATION; REVIEWS AND EVALUATES PHASED PERSONNEL REQUIREMENTS RECOMMENDED BY OPERATING COMPONENTS TO INSURE PROCUREMENT FEASIBILITY AND CAPABILITIES CONSISTENT WITH NATIONAL MANPOWER RESOURCES; AND COORDINATES WITHIN CIA PERSONNEL MATTERS PERTAINING TO REQUIREMENTS, DISTRIBUTION AND PRIORITIES FOR IMPLEMENTING MOBILIZATION AND EMERGENCY PLANS.

RESPONSIBLE FOR THE DEVELOPMENT OF A CIA PERSONNEL RESERVE PROGRAM WHICH WILL PROVIDE A RELIABLE SOURCE OF READILY ACCESSIBLE MANPOWER FOR USE WHEN AND AS NEEDED BY THE AGENCY; MAINTAINS APPROPRIATE INFORMATION ABOUT MILITARY RESERVISTS AND NON-RESERVISTS WHO HAVE SPECIAL EDUCATION, EXPERIENCE OR TRAINING WHICH COULD BE UTILIZED BY THE AGENCY IN A MILITARY OR CIVILIAN CAPACITY IN THE NATIONAL INTEREST.

STATISTICAL REPORTING BRANCH

RESPONSIBLE FOR THE PREPARATION, ANALYSIS AND PRESENTATION OF COMPREHENSIVE PERSONNEL STATISTICAL REPORTS AND DATA PERTAINING TO THE AGENCY'S CURRENT T/O POSITIONS, STRENGTH, CEILINGS, GRADE DISTRIBUTION, SEPARATIONS AND RESIGNATIONS, REASSIGNMENTS, TURNOVER RATES, PROMOTIONS AND SUCH OTHER PERSONNEL REPORTS AND STATISTICAL DATA REQUIRED OR REQUESTED BY AUTHORIZED AGENCY OFFICIALS.

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SPECIAL CONTRACTING, ALLOWANCES AND PROCESSING STAFF [redacted]
RESPONSIBLE FOR RECOMMENDING POLICY STANDARDS GOVERNING AGENCY CONTRACTS FOR PERSONAL SERVICES AND CERTAIN OTHER SPECIAL CONTRACTS REQUIRED IN SUPPORT OF COVERT OPERATIONS; FOR PREPARING AND EXECUTING SUCH CONTRACTS; FOR THE REVIEW OF ALL FIELD CONTRACTS SUBMITTED TO HEADQUARTERS; FOR THE COMPLETE PERSONNEL PROCESSING OF ALL STAFF AGENTS, INCLUDING PREPARATION OF LETTERS OF APPOINTMENT; FOR PREPARING LETTERS OF AUTHORIZATION FOR MILITARY DETAILS; FOR RECOMMENDING POLICY STANDARDS FOR SPECIAL ALLOWANCES AND FOR GRANTING AND REVIEWING ALL SUCH ALLOWANCES.

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CAREER SERVICE STAFF [redacted]
RESPONSIBLE FOR DIRECTING AND COORDINATING THE IMPLEMENTATION OF AGENCY POLICIES IN REGARD TO ACQUIRING AND RETAINING MEMBERSHIP IN THE CAREER STAFF; FOR PROVIDING ADMINISTRATIVE AND SPECIALIZED SUPPORT TO THE ASSISTANT DIRECTOR FOR PERSONNEL IN HIS CAPACITY AS CHAIRMAN OF THE CIA SELECTION BOARD; FOR SUPPORTING THE ASSISTANT DIRECTOR FOR PERSONNEL IN HIS RESPONSIBILITY FOR DIRECTING THE SELECTION PROGRAM ESTABLISHED IN REGULATION 20-405; FOR COORDINATING THE DETERMINATION OF CRITERIA FOR THE EVALUATION OF ABILITIES, CAPABILITIES AND DEFICIENCIES IN ORDER TO DETERMINE AND INDIVIDUAL'S SUITABILITY FOR SELECTION INTO THE CAREER STAFF; AND FOR PROVIDING ADMINISTRATIVE SUPPORT TO THE CIA HONOR AWARDS BOARD AND SUCH OTHER AGENCY-WIDE BOARDS AND PANELS AS ARE CONSTITUTED UNDER THE AEGIS OF THE CIA CAREER COUNCIL. THE CHIEF, CAREER SERVICE STAFF WILL CONCURRENTLY SERVE AS EXECUTIVE DIRECTOR OF THE CIA SELECTION BOARD.

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PERSONNEL PROCUREMENT DIVISION [redacted]

RESPONSIBLE FOR PROVIDING A PROGRAM OF PERSONNEL PROCUREMENT SERVICES INCLUDING PLANNING, COORDINATING AND DIRECTING PROGRAMS FOR DEVELOPING, LOCATING AND DRAWING UPON SOURCES OF PERSONNEL TO KEEP THE AGENCY ADEQUATELY STAFFED; PARTICIPATES IN THE DEVELOPMENT OF OVER-ALL PERSONNEL POLICIES, PROCEDURES, STANDARDS AND REGULATIONS; MAINTAINS EFFECTIVE RELATIONSHIPS WITH OTHER COMPONENTS OF THE OFFICE OF PERSONNEL AND OPERATING OFFICIALS TO BE CONTINUALLY INFORMED OF CURRENT AND ANTICIPATED PERSONNEL REQUIREMENTS AND OF CURRENT REQUIRITIONS FOR PERSONNEL.

CLERICAL RECRUITMENT BRANCH

RESPONSIBLE FOR OPERATING A PROGRAM FOR THE RECRUITMENT OF PERSONNEL TO MEET AGENCY CLERICAL NEEDS.

DEPARTMENTAL RECRUITMENT BRANCH

RESPONSIBLE FOR OPERATING A PROGRAM TO INTERVIEW AND SCREEN APPLICANTS APPLYING LOCALLY FOR AGENCY EMPLOYMENT.

SPECIALIZED RECRUITMENT BRANCH

RESPONSIBLE FOR OPERATING A PROGRAM FOR THE RECRUITMENT OF PERSONNEL TO MEET AGENCY SPECIALIZED, TECHNICAL OR COVERT NEEDS.

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PLACEMENT AND UTILIZATION DIVISION [redacted]

RESPONSIBLE FOR A COMPREHENSIVE PROGRAM OF INITIAL PERSONNEL SELECTION AND IN-SERVICE ASSIGNMENT; PARTICIPATES IN THE DEVELOPMENT OF OVER-ALL PERSONNEL POLICIES, PROCEDURES, STANDARDS AND REGULATIONS; ASSISTS AND ADVISES OPERATING OFFICIALS CONCERNING PERSONNEL UTILIZATION AND DEVELOPMENT, INCLUDING ASSIGNMENT, ROTATION, EVALUATION AND PROMOTION; REVIEWS AND APPROVES PERSONNEL ACTIONS IN CONFORMANCE WITH AGENCY POLICIES AND REGULATIONS.

PLACEMENT BRANCH

RESPONSIBLE FOR OPERATING A COMPREHENSIVE PERSONNEL SELECTION AND IN-SERVICE PLACEMENT AND UTILIZATION PROGRAM WITHIN THE AGENCY. APPROVES PERSONNEL ACTIONS IN CONFORMANCE WITH AGENCY POLICIES AND REGULATIONS.

INTERIM ASSIGNMENT BRANCH

RESPONSIBLE FOR OPERATING A PROGRAM FOR HOLDING CLERICAL-TYPE PERSONNEL PENDING THEIR FINAL CLEARANCE AND DEMONSTRATED PROFICIENCY FOR SUBSEQUENT ASSIGNMENT TO OPERATING COMPONENTS.

TESTING AND EVALUATION BRANCH

RESPONSIBLE FOR CONDUCTING A PROGRAM OF PROFICIENCY AND APTITUDE TESTING AND EVALUATION WITH THE EXCEPTION OF THOSE SERVICES WHICH ARE THE SPECIFIC RESPONSIBILITIES OF THE ASSESSMENT AND EVALUATION STAFF, OFFICE OF TRAINING, AND INCLUDING THE SELECTING, DEVISING AND VALIDATING OF TESTS AND OTHER TECHNIQUES TO INDICATE APTITUDES, KNOWLEDGES, SKILLS, ABILITIES, INTERESTS AND PERSONALITY TRAITS; ASSISTS IN THE DEVELOPMENT OF SPECIFIC TESTS DESIGNED TO DETERMINE WHETHER AN INDIVIDUAL SATISFACTORILY COMPLETES PRESCRIBED COURSES OF TRAINING.

CONTROL BRANCH

RESPONSIBLE FOR MAINTAINING THE DIVISION'S CONTROL OF APPLICANT AND EMPLOYEE FILES; RECEIVES AND DISTRIBUTES ALL INCOMING MAIL FOR THE DIVISION; MAINTAINS THE REQUISITION INVENTORY, RECEIVING ALL RECRUITMENT REQUESTS AND DISTRIBUTING THEM TO APPROPRIATE PLACEMENT OFFICERS FOR NECESSARY ACTION; WHEN OUTSIDE RECRUITMENT BECOMES NECESSARY, TRANSLATES RECRUITMENT REQUESTS INTO REQUISITION INVENTORY CARDS FOR PERSONNEL PROCUREMENT DIVISION; CODES APPLICANT AND EMPLOYEE QUALIFICATIONS AND MAINTAINS QUALIFICATIONS REGISTERS FOR USE IN THE PLACEMENT PROGRAM.

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EMPLOYEE SERVICES DIVISION [redacted]

RESPONSIBLE FOR PROVIDING A COMPREHENSIVE PERSONNEL RELATIONS AND SERVICES PROGRAM; PARTICIPATES IN THE DEVELOPMENT OF OVER-ALL PERSONNEL POLICIES, PROCEDURES, STANDARDS AND REGULATIONS; PROVIDES PERSONNEL COUNSELING, HOUSING, WELFARE AND FINANCIAL SERVICES AND OPERATES A COMPREHENSIVE INSURANCE PROGRAM FOR AGENCY PERSONNEL.

SERVICES BRANCH

RESPONSIBLE FOR PLANNING AND ADMINISTERING PROGRAMS OF EMPLOYEE SERVICES AND ACTIVITIES, SUCH AS HOUSING, RECREATION, CAR POOLS, BLOOD DONOR WORK, FUND-RAISING CAMPAIGNS, ENTRANCE ON DUTY ORIENTATION, INDEBTEDNESS COUNSELING, AND APPROVAL OF LEAVE; ASSISTS OPERATING OFFICES IN CONNECTION WITH DISCIPLINARY ACTIONS, SEPARATIONS, REMOVALS, ETC,; PROVIDES SECRETARIAT SERVICES TO THE INCENTIVE AWARDS COMMITTEE; MAINTAINS LIAISON WITH APPROPRIATE OFFICIALS IN AND OUT OF THE AGENCY.

INSURANCE AND CLAIMS BRANCH

RESPONSIBLE FOR OPERATING A COMPREHENSIVE PROGRAM INCLUDING LIFE, HEALTH AND ACCIDENT, HOSPITALIZATION, AND AIR TRAVEL INSURANCE FOR AGENCY PERSONNEL ENCOMPASSING THE ISSUANCE OF INSURANCE POLICIES, COLLECTION OF PREMIUMS, ADJUSTMENT OF CLAIMS, AND LIAISON WITH UNDERWRITERS; PROCESSES CLAIMS SUBMITTED IN ACCORDANCE WITH THE PROVISIONS OF THE FEDERAL EMPLOYEES COMPENSATION ACT AND PUBLIC LAW 110 IN CONNECTION WITH INJURY OR DEATH OF AGENCY EMPLOYEES; PROCESSES RETIREMENT CLAIMS FOR SERVICE CREDIT, REFUND, DISABILITY OR AGE CASES OF AGENCY PERSONNEL WITHIN THE SCOPE OF THE MISSING PERSONS ACT AND PERFORMS RELATED SERVICES.

COUNSELING BRANCH

RESPONSIBLE FOR PROVIDING COUNSELING SERVICE TO ASSIST AGENCY PERSONNEL IN THE SOLUTION OF PERSONAL OR JOB ADJUSTMENT PROBLEMS; ACTS IN A LIAISON CAPACITY TO ASSIST EMPLOYEES AND THEIR SUPERVISORS IN PROBLEMS INVOLVING OTHER AGENCY COMPONENTS SUCH AS THE MEDICAL OFFICE, THE SECURITY OFFICE, THE OFFICE OF THE COMPTROLLER THE OFFICE OF THE GENERAL COUNSEL AND THE CREDIT UNION; CONDUCTS PREEXIT INTERVIEWS WITH EMPLOYEES TO DETERMINE ADVISABILITY AND POSSIBILITY OF SALVAGE; CONDUCTS EXIT INTERVIEWS WITH EMPLOYEES TO DETERMINE CAUSE OF RESIGNATION AND TO EVALUATE COMMENTS, SUGGESTIONS, OR CRITICISMS WHICH MAY BE USEFUL IN REDUCING TURNOVER; INSURES THAT SEPARATION REPORTS ARE PREPARED, RE-EMPLOYABILITY IS DETERMINED AND THAT CLEARANCE PROCEDURES ARE COMPLETED IN EACH SEPARATION CASE; ASCERTAINS INFORMATION, EFFECTS LIAISON WITH OTHER AGENCY COMPONENTS AND ASSISTS FAMILIES, INSOFAR AS POSSIBLE, IN CONNECTION WITH CASES OF ILLNESS, ACCIDENT OR DEATH; COUNSELS EMPLOYEES ON RETIREMENT MATTERS; CONDUCTS RESEARCH TO COMPILE INFORMATION IN CONNECTION WITH EMPLOYEE TURNOVER.

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PROCESSING AND RECORDS DIVISION [redacted]

RESPONSIBLE FOR PROCESSING OFFICIAL PERSONNEL ACTIONS AND MAINTAINING OFFICIAL RECORDS OF AGENCY PERSONNEL ACTIVITIES, INCLUDING PERSONNEL ACTIONS, CORRESPONDENCE, APPLICANT AND EMPLOYEE FILES; PARTICIPATES IN THE DEVELOPMENT OF OVER-ALL PERSONNEL POLICIES, PROCEDURES, STANDARDS AND REGULATIONS; ALSO RESPONSIBLE FOR THE OPERATION OF A CENTRAL PROCESSING SERVICE FOR PERSONNEL PERFORMING OFFICIAL TRAVEL.

TRANSACTIONS AND RECORDS BRANCH

RESPONSIBLE FOR PROCESSING ALL OFFICIAL PERSONNEL ACTIONS; MAINTAINING ALL OFFICIAL PERSONNEL RECORDS INCLUDING APPLICANT FILES, EMPLOYEE FILES AND THE POSITION INVENTORY; AND MAINTAINS CEILING CONTROL RECORDS.

CORRESPONDENCE BRANCH

RESPONSIBLE FOR THE PREPARATION OF CORRESPONDENCE TO APPLICANTS, EMPLOYEES, AND OTHERS REQUIRING REPLIES.

CENTRAL PROCESSING BRANCH

RESPONSIBLE FOR OPERATION OF A CENTRAL PROCESSING SERVICE FOR PERSONNEL PERFORMING OFFICIAL TRAVEL.

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CLASSIFICATION AND WAGE DIVISION

RESPONSIBLE FOR PROVIDING AN AGENCY-WIDE PROGRAM OF PERSONNEL SERVICE IN POSITION CLASSIFICATION AND WAGE ADMINISTRATION; PARTICIPATES IN THE DEVELOPMENT OF OVER-ALL PERSONNEL POLICIES, PROCEDURES, STANDARDS AND REGULATIONS, ALLOCATES AGENCY AND NATIONAL SECURITY COUNCIL POSITIONS, DEVELOPS CLASSIFICATION STANDARDS AND QUALIFICATION REQUIREMENTS, PERFORMS WAGE ADMINISTRATION ACTIVITIES GOVERNING ALL DEPARTMENTAL AND FIELD POSITIONS; AND PROVIDES EVALUATION SERVICES AND GUIDANCE PERTAINING TO SALARIES OF VARIOUS ASSOCIATE PERSONNEL.

COVERT BRANCH

RESPONSIBLE FOR OPERATION OF A CLASSIFICATION AND WAGE ADMINISTRATION PROGRAM INCLUDING THE CONDUCT OF ORGANIZATIONAL CLASSIFICATION SURVEYS AND THE ALLOCATION OF POSITIONS IN SUCH COMPONENTS OF THE AGENCY AS ARE DESIGNATED BY THE ASSISTANT DIRECTOR FOR PERSONNEL.

OVERT BRANCH

RESPONSIBLE FOR OPERATION OF A CLASSIFICATION AND WAGE ADMINISTRATION PROGRAM INCLUDING THE CONDUCT OF ORGANIZATIONAL CLASSIFICATION SURVEYS AND THE ALLOCATION OF POSITIONS IN SUCH COMPONENTS OF THE AGENCY AS ARE DESIGNED BY THE ASSISTANT DIRECTOR FOR PERSONNEL.

SURVEYS AND STANDARDS STAFF

RESPONSIBLE FOR PLANNING AND DIRECTING A PROGRAM FOR THE DEVELOPMENT OF CLASSIFICATION STANDARDS AND QUALIFICATION REQUIREMENTS FOR ALL AGENCY POSITIONS; CONDUCTS POSITION ANALYSIS SURVEYS ON AN OCCUPATIONAL BASIS FOR THIS PURPOSE.

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BASIC DELEGATIONS OF AUTHORITY FROM THE DIRECTOR OF CENTRAL INTELLIGENCE

REFERENCES: A. Agency Notice 1-170-1, dated 18 January 1954
B. Director of Central Intelligence Delegation of Authority, dated 1 December 1950

1. The power to review and authorize or approve the following actions is delegated to the Assistant Director for Personnel and to his Deputy, with power to redelegate where appropriate :

a. The appointment, status change, and termination of personnel.

b. The payment of all allowances to civilian employees stationed abroad.

c. The execution, amendment, and termination of contracts and agreements for personal services with other than Agency employees.

d. The execution, amendment, and termination of contracts and agreements for services and facilities directly related to the support of covert operations.

2. The authority to approve appointments and status changes for authentication by the Deputy Assistant Director for Personnel has been delegated to the Chief and Deputy Chief, Placement and Utilization Division, for grades GS-13 through GS-15, and to Placement Officers for grades GS-12 and below. Authority to approve separation actions for authentication by the Deputy Assistant Director for Personnel has been delegated to the Chief and Deputy Chief, Employee Services Division, for all grades.

3. The authority to execute, amend, and terminate contracts and agreements for personal services with other than Agency employees and for services and facilities directly related to the support of covert operations had been delegated to the Chief, Special Contracting, Allowances and Processing Staff.

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HISTORY OF THE PERSONNEL MANAGEMENT FUNCTION IN THE CENTRAL INTELLIGENCE AGENCY

Since the establishment of the Central Intelligence Agency in accordance with the provisions of the National Security Act, approved 26 July 1947, the activities and organization of the personnel management function have reflected the sequence of changes in the Agency as a whole in seeking the organizational and management pattern which would most effectively accomplish its mission.

Initially a centralized personnel unit was established to provide the usual recruitment and placement, position classification and wage administration, personnel relations, and personnel processing and record keeping services. In addition, this unit included medical, military personnel administration, and testing and evaluation services. In 1949 the administrative organization of the Agency was substantially changed and the operational elements of the personnel management function were decentralized to two personnel divisions operating within administrative organizations servicing the covert and overt components of the Agency, respectively. Staff personnel management responsibilities, including final position classification authority, were located in a separate personnel staff. In October, 1950, fully centralized personnel management was again established and the Office of Personnel was organized on a semi-functional basis - separate personnel divisions serviced the overt and covert offices of the Agency in matters of placement, personnel relations, and processing and record keeping; personnel recruitment and position classification and wage administration services were provided by units servicing both overt and covert elements; and military personnel administration for the Agency at large was also supported by a single unit. Currently the Office of Personnel is organized on a purely functional basis as described in the foregoing material on Organization and Functions.

During the early years, the rapidly expanding scope of the Agency's intelligence and operational activities and commitments dictated an acceleration of personnel operations to supply the increasingly expanded personnel requirements. This is best illustrated by comparing approximately [redacted] staff employees and staff agents on duty in September, 1947, against the present staff of [redacted] in these categories. The sensitive nature of the Agency's mission and security aspects involved contributed greatly to recruitment problems; the prospective field of applicants was curtailed by basic requirements preliminary to serious consideration for employment; the completion of personnel security checks involving such a prolonged lapse of time that many applicants accepted other employment, thus nullifying a considerable amount of recruitment effort. Little recognition by way of staffing, necessary authorities, or stature within the Agency's hierarchy was given to the Office of

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Personnel during this period, however. It was not until 1951 that proportionate increases in staffing authorization and authorities needed to perform the personnel management job began to be granted to this Office.

Significant program developments include the following:

a. The development of a corps of well-qualified intelligence personnel who sought to make a career of Agency employment was officially expressed by the Director of Central Intelligence early in 1951. Since that time, officials from all parts of the Agency have participated in intensive efforts to develop a realistic program for selection, developing and appropriately rewarding individuals who succeed in such careers. The results of these studies are reflected in recently approved policies and procedures implementing the career service concept.

b. Stabilization of staffing requirements appeared during fiscal year 1953 which, accompanied by changes in the concepts of internal Agency security requirements, made it possible to give increasing effort and attention to the overall elements of personnel management within the Agency. Accomplishments in this regard have been realized in the extension of the placement activity, in the development of classification standards tailored to the unique nature of Agency requirements, the establishment of complete and accurate record keeping systems, and in a variety of employee services programs.

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STATEMENT OF PURPOSE, ACCOMPLISHMENTS AND PROGRAM OUTLOOK

Office of Personnel

1. STATEMENT OF PURPOSE

The Office of Personnel is responsible for the development and administration of an Agency-wide personnel program, including the formulation and recommendation of policies, regulations and standards; providing advice and assistance to administrative and operating officials on all matters of personnel administration; inspection, review and evaluation of all phases of personnel management activity in the Agency; conduct of research in the field of personnel management; supervision of the activities of the CIA Honor Awards Board; and for providing personnel services in support of the Agency's personnel program.

2. STATEMENT OF ACCOMPLISHMENTS

The more important accomplishments of the Office of Personnel during Fiscal Year 1954 were directed toward improvement and broadening of its services and strengthening the career service concept within the Agency.

In September 1953 the Office was reorganized along functional lines and physically relocated from several different buildings to its present location in Curie Hall. This reorganization, which would have been difficult to accomplish independently of the physical relocation, was directed toward improvement of services through better alignment of functions and greater standardization of methods and procedures. Savings in staff effort through these steps has made it possible to provide more extensive and efficient services as illustrated by the following program developments:

a. Personnel utilization activity has been expanded from primary concern with initial assignment of new personnel to a comprehensive and integrated in-service placement program. Placement Officers have established and are maintaining continuing close contacts with the various operating components and are providing advice and assistance to operating officials concerning the assignment and development of personnel at all stages. The effectiveness of this program has been considerably enhanced by the establishment of a uniform promotion policy for all Agency components, the increased availability of position information resulting from the accelerated position analysis program, and the establishment of the Career Service Board structure as a mechanism for coordinating personnel utilization activities at the operating level. Additionally, refinements and improvements in procedures for coding and recording qualifications data concerning applicants, employees, and consultants has facilitated the conduct of a positive program of in-service placement.

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b. The establishment of a centralized system for compiling and maintaining a variety of personnel statistical data has been of considerable use to Agency officials at all levels in carrying out their responsibilities in the field of personnel management. Operating officials are now furnished regular reports concerning the status of their respective areas with respect to strength, accession and separation rates, in-service changes, grade structure, factors causing separations, and a variety of other significant personnel data. Officials requiring overall Agency statistics of this nature, for use in personnel planning and other phases of administration, are furnished similar data concerning all components. Numerous special statistical reports are prepared to meet unusual requirements of various Agency officials.

c. Consolidation of the transactions and records activities has made it possible to streamline procedures and record-keeping operations so as to provide more effective service. Particular emphasis has been placed on the standardization and control of Office Personnel Folders, prompt and personalized handling of correspondence with applicants, and improved services to personnel departing for and returning from assignments overseas.

d. The variety and quality of employee services were significantly increased. Highlights in this area are in hospitalization and insurance benefits accorded or available to Agency personnel and establishment of procedures for handling emergency situations affecting Agency employees. Agency personnel assigned overseas are accorded substantially the same benefits as Foreign Service personnel in the payment of hospitalization and medical expenses resulting from illness or injury occurred during assignment overseas. A comprehensive insurance program including life, health and accident, hospitalization and air travel insurance is available through special arrangements with private underwriters. Services to employees in such areas as initial orientation and indoctrination, assistance in obtaining housing, participation in community fund campaigns and the Red Cross blood donor program, and personal counseling have also been improved.

e. Acceleration of a newly established integrated program of position analysis has been of great usefulness in improving services in all areas of personnel management. Activity in this area has concentrated on obtaining comprehensive coverage of all Agency positions and on developing informational materials to assist Agency officials in their participation in the program and in their use of the results. Classification surveys of entire organizational segments, supplemented by individual position audits, has greatly facilitated progress in this respect.

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f. Compartmentalization of covert personnel services in a single unit within the Office of Personnel has insured the secure handling of such individuals in accordance with Agency policies applicable to covert personnel and has made it possible to increase the effectiveness of personnel services in this entire area.

Of special significance to the Agency's long-range objectives in personnel management has been the progress made in giving meaning and purpose to a concept of career service in the Agency. The activities of the CIA Career Service Board, established in June 1952, and of component Career Service Boards stimulated the interest of key officials in personnel management and provided a means for ironing out personnel policy issues at Agency level. Attention and intensive effort on the part of officials throughout the Agency has accomplished the development of a career program integrated into the Agency's total personnel program. The Office of Personnel has participated and contributed to these endeavors through the preparation of staff studies and special reports covering a variety of personnel topics and through representation in a number of special panels and working groups established by the CIA Career Service Board. In addition, the Office provided secretariat service to the CIA and component Career Service Boards and to the special panels and working groups. Significant accomplishments already realized as a result of these activities include the securing of Presidential approval for the National Security Medal, introduction of a system of Career Development Positions allowing more flexibility in training and on-the-job development of selected individuals, and completion of an Executive Inventory. Special task forces studying such subjects as legislative requirements and insurance benefits have prepared reports representing positive contributions to development of the Agency's personnel program.

3. STATEMENT OF PROGRAM OUTLOOK

Primary program emphasis during the next year or two will be directed toward fully implementing and supporting the recently approved career program and continuing to improve and broaden the services offered by the Office of Personnel. Specific program goals for accomplishing these objectives include the following:

a. Selection of members of the Career Staff. This activity calls for the development of appropriate criteria for membership and for the review and screening for suitability of approximately [redacted] individuals currently on duty who will meet the length of service requirements during the next year. 25X9A2

b. Administration of a broadened insurance program offering attractive benefits to the majority of Agency personnel.

c. Continued refinement of procedures to insure economical and effective operation within the Office.

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d. Increased emphasis on the review and evaluation of personnel management activities in headquarters and in the field.

e. Establishment of a mobilization planning program for the development and preparation of sound manpower requirements in connection with the Agency's mobilization and war plans and the development of a CIA reserve program.

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STATEMENT OF PURPOSE, ACCOMPLISHMENTS AND PROGRAM OUTLOOK

Planning and Analysis Staff

1. STATEMENT OF PURPOSE

The Planning and Analysis Staff is responsible for planning and directing the development and coordination of recommendations concerning Agency personnel policy, program objectives, standards and procedures, including the development of appropriate regulatory issuances; the development and coordination of recommendations concerning policies and procedures on man-power requirements in support of the Agency's long-range mission and of its mobilization and operations in time of national emergency; the development of an Agency personnel reserve program; the preparation, analysis and presentation of comprehensive personnel statistical reports, and the continuous review of the current effectiveness of personnel programs and activities in headquarters and in the field.

2. STATEMENT OF ACCOMPLISHMENTS

As may be inferred from the statement of purpose above, the activities of the Planning and Analysis Staff are directed toward the accomplishment of the Agency's overall objectives with respect to personnel management. During the past Fiscal Year the primary objectives were to improve and broaden the services provided by the Office of Personnel, to strengthen the career service concept, and to provide comprehensive and centralized program for the maintenance of statistical information concerning Agency personnel. Until quite recently, the Staff had the additional responsibility of providing secretariat support to the CIA Career Service Board and to the various panels and task forces established under that Board.

The accomplishment of the above objectives calls for the identification and resolution of basic personnel policy issues and the development of appropriate regulatory and procedural issuances to carry out approved policies. Additional impetus was given the regulations area as a result of an Agency-wide program of improving and extending the regulations system, with particular emphasis being given to guidance of field officials. The Staff's activity in this general area includes the development of internal Office of Personnel procedures to meet the requirements of Agency policy objectives and the issuance of appropriate instructional guides. As an indication of the volume

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of this activity, it is reported that 18 Agency regulations, 2 Agency handbooks, 26 Agency notices, and approximately 100 internal Office of Personnel instructions were published during Fiscal Year 1954.

During the year, the system of periodic personnel statistical reports was expanded to a point where it now provides Agency officials with current comprehensive information concerning the personnel under their jurisdiction. An increasing number of requests for a variety of data received from operating officials, career service boards, and other administrative components, has amplified the need for enlarging the scope of personnel information maintained by machine methods, and has given needed impetus to the Staff's program for providing scheduled periodic reports of current personnel statistics. In addition, the Office of Personnel and other key officials rely heavily on the Staff to produce accurate special statistical reports.

The Staff also has responsibility for the administration of the Agency forms management, records administration and vital materials programs within the Office of Personnel. Particular emphasis was placed on improving the forms management activity during the past year. At the present time the Staff is collaborating with Agency records management officials in conducting a comprehensive survey of Office of Personnel records to obtain further improvements in this activity as well.

During the past year the Staff initiated several surveys of personnel management activities. In addition, members of the Staff have participated as members of joint survey teams and special task forces established to study a broad variety of personnel subjects.

The Staff has played an important role in the review and analysis of proposed legislation affecting personnel administration from an Agency point of view, and participated in the activities of a special task force established to recommend legislation necessary to an effective career service program in the Agency.

3. STATEMENT OF PROGRAM OUTLOOK

As of the present time, much of the groundwork has been laid to enable the Staff to carry the full scope of its responsibilities during the next year. Basic personnel policy questions have been settled and the Staff can proceed to readjust regulations and procedures to implement them effectively. It is anticipated that the Staff will recommend several changes in the Agency's personnel program in order to implement policies which have been approved in connection with the career program. One aspect of this will be to

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adjust our statistical reporting procedures so that they will be of greater value to the Agency's career service structure.

The Staff has recently been assigned responsibility for the development and preparation of sound man-power requirements in connection with the Agency's mobilization and war plans and for the development of a CIA personnel reserve program. The long-range objective in this area is to work out with operating components all of the finite details of both qualitative and quantitative personnel requirements for each planned operational country and area project and task (current and future), and then follow up such requirements by developing a detailed personnel reserve program which would assure the expeditious fulfillment of such requirements with fully qualified personnel consistent with operational time-phasing of transitional, mobilization, and war plans. However, since much of the operational planning is also undergoing initial development in many instances, at the present time our immediate plans and activities are geared to current piecemeal objectives and problems of opportunity, circumstances and demands.

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STATEMENT OF PURPOSE, ACCOMPLISHMENTS AND PROGRAM OUTLOOK

Special Contracting, Allowances and Processing Staff

1. STATEMENT OF PURPOSE

The Special Contracting, Allowances and Processing Staff is responsible for recommending policy standards governing Agency contracts for personal services and certain other special contracts required in support of covert operations; for preparing and executing such contracts; for the review of all field contracts submitted to headquarters; for the complete personnel processing of all staff agents, including letters of authorization for military details; for recommending policy standards for special allowances; and for reviewing and granting all such allowances.

2. STATEMENT OF ACCOMPLISHMENTS

During Fiscal Year 1954, this Staff became responsible for the

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Early in 1953, Agency regulations concerning detailed military personnel were revised to provide for the centralized control of such personnel in order to insure that they would receive consistent treatment in conformance with CIA and Department of Defense policies. SCAPS was charged with the responsibility of defining the Agency's relationship to all detailed military personnel serving in other than a departmental capacity by the preparation for each of these individuals of Letters of Authorization which set forth the nature, amount and source of payment (parent service or CIA) of all salary, allowances, and other benefits authorized. Fiscal Year 1954 covers the first year of the operations of this Staff with respect to military details. However, even in this relatively short period, significant accomplishments have been made in the development and application of sound and uniform policies with respect to this category of personnel.

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Also, in 1953, with the first year of operation being FY 1954, SCAPS became responsible for granting and administering special allowances. These allowances are only granted to individuals who are operating in peculiar cover situations and they are based solely on statistical data which is collected and maintained by this Staff.

In addition to performing its primary functions of drafting and executing personal services contracts for covert personnel, determining and authorizing special allowances, authorizing entitlements of military details and processing staff agents, all of which are becoming increasingly more hand-tailored, this Staff on a continuing basis is always concerned with the development of policies, procedures and standards relative to these functions.

3. STATEMENT OF PROGRAM OUTLOOK

In the future, the Staff will continue to exert maximum effort in the direction of improving methods and procedures to ensure as fully as possible the effective documentation of the Agency's relationship and obligations to its covert personnel

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STATEMENT OF PURPOSE, ACCOMPLISHMENTS AND PROGRAM OUTLOOK

Career Service Staff

1. STATEMENT OF PURPOSE

The Career Service Staff is responsible for directing and coordinating the implementation of Agency policies in regard to acquiring and retaining membership in the Career Staff; for providing administrative and specialized professional support to the Assistant Director for Personnel in his capacity as Chairman of the CIA Career Council and as Chairman of the CIA Selection Board; for supporting the Assistant Director for Personnel in his responsibility for directing the selection program established in Regulation 20-105; for coordinating the determination of criteria for the evaluation of abilities, capabilities and deficiencies in order to determine an individual's suitability for selection into the Career Staff; and for providing administrative support to the CIA Honor Awards Board and such other Agency-wide boards and panels as are constituted under the aegis of the CIA Career Council. The Chief, Career Service Staff, will concurrently serve as Executive Director of the CIA Selection Board.

2. STATEMENT OF ACCOMPLISHMENTS

a. Establishment of this Staff was requested 9 July 1954, the need for it having become apparent in April 1954 when responsibilities for planning and activating the Career Staff and for providing Secretariat support to the several Agency-wide Boards and organs concerned with career service were separated from the former Plans, Research and Development Staff and assigned to the Special Assistant for Career Service. With the approval as of 1 July 1954 of Agency Regulations on the Career Staff (R 20-105) and on the Career Council and the Career Services (R 20-110), it became desirable to formally organize the supporting activities.

b. Activities which led to the creation of the Career Staff on 1 July were previously carried out by the Career Development Staff (October 1951 to July 1953), the Plans, Research and Development Staff (August 1953 to March 1954) and the Special Assistant for Career Service (April 1954 to date).

c. On 7 April 1954 the Special Assistant for Career Service became responsible to the Assistant Director for Personnel for the preparation of the final planning of the CIA Career Service Board, prior to its reorganization as of 1 July, as the CIA Career Council under the chairmanship of the Assistant Director for Personnel

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d. This planning included organization and chairmanship of Task Forces to make final recommendations to the CIA Career Service Board on certain policies and procedures essential to a well rounded program. These Task Forces, listed below, completed their work by 1 July and their reports were incorporated in regulations, procedures and notices, activating the new program.

(1) Task Force on Promotion
(2) Task Force on The CIA Career Service
(3) Task Force on Evaluation
(4) Task Force on Career Development of Junior Personnel
(5) Task Force on Overseas Rotation Planning
(6) Task Force on Responsibilities of Component Career Service Boards

e. Preliminary plans were made and approved for a Career Service Conference to be held in the Department of Agriculture Auditorium for upwards of 600 executives, administrators, line and staff officials and senior supervisors. At this conference, the Director of Central Intelligence, the Deputy Director of Central Intelligence and the CIA Career Council (consisting of the Assistant Director for Personnel, the Inspector General, the Deputy Directors for Plans, Administration, and Intelligence, the Director of Training and the Assistant Director for Communications) will discuss the new personnel management policies and procedures.

3. STATEMENT OF PROGRAM OUTLOOK

a. The Staff is planning and preparing the details for the Agency-wide Career Service Conference on 3 August, when the Director, the Deputy Director and the Career Council discuss with all headquarters' executives and senior supervisors the revised personnel management and career program of the Agency.

b. The Staff is planning the procedures and controls whereby all staff employees and staff agents who are eligible to apply for membership in the Career Staff will be individually screened, examined and selected into the Career Staff.

c. The Staff will be responsible for supporting the Examining Panels that will be convened each day for the purpose of acting on applications for membership in the Career Staff. The Chief of the Staff, as Executive Director of the CIA Selection Board, will serve as Chairman of each Panel. The applications are expected to number some 8,000 during the coming fiscal year.

d. The Staff will formulate and coordinate for the approval of the CIA Selection Board criteria of suitability for membership in the Career Staff.

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e. The Staff will provide secretariat support (arrangements, agenda, minutes, etc.) for the CIA Career Council, the CIA Selection Board, the Examining Panels and the Honor Awards Board.

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STATEMENT OF PURPOSE, ACCOMPLISHMENTS AND PROGRAM OUTLOOK

Personnel Procurement Division

1. STATEMENT OF PURPOSE

The Personnel Procurement Division is responsible for providing a program of overt and covert personnel procurement which includes the development of recruitment sources and the procurement of qualified personnel to meet the Agency's staffing requirements.

2. STATEMENT OF ACCOMPLISHMENTS

During several years of extensive experience in the procurement of civilian personnel for the Agency, no parallel of the scope or complexity of the Agency recuitment program has been observed in the field of private enterprise or Government, no other personnel program in business, industry or Government is required to furnish the variety of specialists called for in the execution of the Agency's mission, nor are the personal and professional limitations placed upon the individual duplicated in any other field of endeavor. These factors broadly presented may be broken down to a myriad of specific considerations involving security requirements; the demands of anonymity, the willingness of the individual to serve this Agency anywhere, at any time, and in any position or capacity for which the individual is qualified are but a few of the factors which complicate our personnel procurement efforts. The most significant development in the personnel procurement activity over the past year has been the change from an expansion-geared recruitment program to one based almost exclusively on replacement of attrition. The stabilizing effect of this development has aided in refinement of recruitment procedures and in analysis and identification of problems involved in procuring specific categories of personnel always in demand in the Agency.

In spite of the leveling off of requirements generally, clerical recruitment has continued at a fairly high level of activity due to the comparatively greater turnover in this category as compared with professional and technical personnel and to the continued scarcity of fully-qualified candidates who are interested in employment in the Washington area. The critical shortage in clerical applicants has been influenced by factors such as salaries, which are not overly attractive in a tight labor market, reluctance on the part of many young women to leave their home communities for Washington, and a generally poor press concerning employment opportunities and job security in Washington. Local prospects displayed considerable

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interest in the finer points of working conditions; the excellent appointments of the Pentagon frequently were elected in preference to the probability of working in non-air-conditioned, temporary buildings which apparently have a reputation for over-crowding. However, the greatest deterent to clerical recruitment continues to be the lengthly processing and clearance time. While this does not significantly affect the recruitment of condidates who are still in school, whose processing can be carried out while they are completing their education, we are many times unsuccessful in attracting experienced personnel who are interested in fairly immediate employment.

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During Fiscal Year 1954, field and local recruitment officers conducted [redacted] formally documented interviews with prospective applicants. During this same period of time, [redacted] individuals procured through the efforts of the Division were selected for employment processing and [redacted] entered on duty. In comparison to personnel located through other sources (for example, by direct referral of operating officials), the Division accounted for [redacted] per cent of the individuals selected for employment processing and [redacted] per cent of the appointees. (These figures do not include personnel recruited through convert recruitment activity; statistics concerning this activity are not available.) The volume of initial recruitment contacts required to obtain one new employee can be illustrated by the following data pertinent to the recruitment of Junior Communications Technicians and Cryptographers. Approximately [redacted] prospects must be interviewed to produce eight individuals recommended for employment on the basis of preliminary screening. Among the eight prospects so recommended, attrition will occur for failure to accept immediate employment opportunity, failure to meet rigid personal, technical or medical qualifications, etc., which will eliminate six of the recommended prospects. Experience indicates that of the two then finally recommended for final processing, one will voluntarily withdraw his application or be rejected for medical or security reasons. In summary, one appointee results from approximately [redacted] contacts. Attrition in this category or personnel calls for an average appointment rate of [redacted] trainees per month which establishes a need for contacting over [redacted] prospects each month in this category alone. A similar situation exists in clerical recruitment. In general, the number of professional prospects interviewed in order to obtain recommended prospects is considerably less than that involved in clerical or communications personnel recruitment. Identification of qualified candidates is more easily accomplished and the numerical demand is proportionately less. However, time required for interviewing older and more experienced personnel is greater, and the variety of needs and sources which must be developed and exploited is much greater.

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3. STATEMENT OF PROGRAM OUTLOOK

Program plans for the foreseeable future are predicated upon servicing Agency-wide requirements, largely resulting from attrition, which have been identified and charted with reasonable accuracy. Consideration is being given to a plan for drawing upon other Agency personnel to assist the field recruitment staff on a temporary basis to meet emergency requirements. During peak months of recruitment, this plan could feasibly supply the Agency with necessary manpower which attrition estimates will exceed the expected product of regular recruitment effort. Numerous field services such as language testing, relatively unproductive source studies and the location and identification of individuals for purposes other than immediate employment which require considerable time and effort will be carefully re-evaluated with a view to restricting or curtailing those services which pertain to but do not consistently supplement productive recruitment.

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STATEMENT OF PURPOSE, ACCOMPLISHMENTS AND PROGRAM OUTLOOK

Placement and Utilization Division

1. STATEMENT OF PURPOSE

The Placement and Utilization Division is responsible for a comprehensive program of initial personnel selection and in-service assignment, including assistance and advice to operating officials concerning personnel utilization and development and the assignment rotation, evaluation and promotion of personnel and review and approval of personnel actions in conformance with Agency policies and regulations.

2. STATEMENT OF ACCOMPLISHMENTS

The accomplishments of the Placement and Utilization Division during the past fiscal year have been directed toward broadening and strengthening the total placement program. Concentration has shifted from recruitment and initial placement to internal placement matters. This trend is illustrated by the developments reported below:

a. The Division has assumed responsibility for the administration of the Agency's current promotion policy and procedure. This policy places greater emphasis upon carrying out a realistic program of promotion from within and incorporates procedural safe guards to ensure against overly rapid promotion and to ensure that all employees who are potentially qualified for promotion receive consideration for advancement as suitable openings occur.

b. During the past year, closer working relationships have been established by the Division with the various component Career Service Boards. The Placement Officers are now working very closely with Career Management Officers in the handling of actual cases and in many instances are invited to attend the meetings of the component Career Service Boards. The Division also furnishes special services to the Personnel Service Board and in the operations of the Rotation Planning Committee which serves as the focal point for the development of Agency personnel people.

c. The Division has participated with the Classification and Wage Division in the establishment of qualification requirements for an increasing number of Agency positions. Such standards, when available and properly applied, serve as one of the best devises for improving the quality of Agency personnel generally.

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d. The clerical placement program has been strengthened through the consolidation of all clerical replacement activities in a single unit. This enables the Division to cope better with the clerical problem which remains serious. Also, during this period an overseas questionnaire was distributed to clerical personnel in the overt offices for the purpose of identifying those individuals who desire overseas employment in order that plans for reassigning them to overseas positions may be made as requirements develop and as replacements become available. This program is considered worthwhile, not only in that it facilitates filling overseas vacancies, but that it also serves to improve the morale of individuals who are interested in overseas assignments but who are presently assigned to offices which do not have such positions.

e. Internal Division procedures for deriving maximum utilization from the employee and applicant registers have been established. In addition, steps have been taken to establish a consultant qualifications register which will constitute an accurate inventory of the Agency's overt resources.

f. During this period, procedures for handling reassignment cases within the Agency have been reviewed and improved to meet current Agency requirements. An Agency Reassignment Board has been established to consider and resolve cases involving individuals who have been declared surplus to the need of their particular operating components. The Placement and Utilization Division has primary responsibility for preparing cases for consideration by this Board.

g. An exhaustive survey of the Placement Follow-up Interview Program, which is a basic tool in locating misassignments and other employee difficulties, was completed in cooperation with the Planning and Analysis Staff. Adoption of the recommendations made as a result of this survey has strengthened the effectiveness of this device.

Chief, Placement and Utilization Division, serves as Chairman of the Security-Medical-Personnel Review Panel which considers questions concerning employment processing in problem cases. This Panel, which usually meets weekly, is an excellent device for coordinating information available in the three offices formed for the purpose of resolving questionable selection cases. Since the

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Division assumed responsibility for this function in November 1953, 125 cases have been considered and resolved.

In connection with the testing evaluation services offered by the Division, it has been possible to devote greater effort and attention to essential research projects in support of the day-to-day operation of these services. These projects include such matters as the continuous reevaluation of normative data related to various Agency positions and the review and selection of new tests and testing techniques adaptable to the Agency requirements. In the course of Fiscal Year 1954, [redacted] tests of varying types were administered to a total of [redacted] applicants and employees. Of the individuals tested, [redacted] were being considered for professional positions and [redacted] were being considered for clerical positions. 25X9A2 25X9A2 25X9A2 25X9A2

3. STATEMENT OF PROGRAM OUTLOOK

Program plans of the Division are directed toward implementation of program elements designed to support the Agency concept of career service, and toward continued improvement of service and procedures in all phases of the Division's activities.

Specific items of immediate concern include the following:

a. The Division is currently collaborating within the Office of Training and activating the newly approved Career Development Program for Junior Personnel. This program is considered to have greater possibilities in terms of developing future executives for the Agency.

b. It is anticipated that the Division will play an important role in activation of the Career Staff. It is difficult to anticipate the specific requirements which will be placed upon the Division in this connection, but it is expected that a variety of special services will be required.

c. Installation of an improved procedure for advance planning and reassignment of Agency personnel following the completion of tours of duty overseas. This procedure constitutes a major step in the establishment of a more effective overseas rotation program and, more specifically, will reduce or limit the time the returnees are now being carried in an unassigned status.

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STATEMENT OF PURPOSE, ACCOMPLISHMENTS AND PROGRAM OUTLOOK

Employee Services Division

1. STATEMENT OF PURPOSE

The Employee Services Division is responsible for providing a comprehensive personnel relations and services program for Agency personnel, including counseling, housing, welfare and financial services, and for operating a comprehensive insurance program. This Division is also responsible for providing secretariat service to the Agency Incentive Awards Committee.

2. STATEMENT OF DEVELOPMENTS AND ACCOMPLISHMENTS

Although considerable effort has been placed on improving all services of this Division during the past fiscal year, the most significant developments occurred in connection with hospitalization and insurance benefits available to Agency personnel. The past fiscal year reflects a substantial increase in cases processed under the Agency's special authority for payment of hospitalization expenses incurred in line of duty by employees serving overseas as a result of a more liberal interpretation of this authority. At the present time, benefits granted to Agency personnel are generally comparable to those granted to Foreign Service personnel. During fiscal year 1954, 51 cases were processed to the Bureau of Employee Compensation for adjudication and 54 cases were processed within the Agency under the provision of P.L. 110.

The Division administers a comprehensive program including life, health and accident, hospital and air travel insurance for Agency personnel in cooperation with private underwriters. The Division's responsibilities include the issuance of policies, collection of premiums, adjustment of claims, and liaison with these underwriters. During the year, substantial progress was made in liberalizing eligibility requirements and broadening benefits to Agency personnel through these insurance plans. The following statistics are indicative of the activity which took place:

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Plan	Policies 1 July 53	Applications during FY 1954	Policies 1 July 54
War Agencies Protective Association	[redacted]	636	[redacted]
Group Hospitalization, Inc.		811	
Mutual Benefit Health and Accident Association		222	
Air Flight Insurance*	-	262	-

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*Installed 19 March 1954

The Division provides assistance to employees, supervisory personnel and other administrative elements (such as the Medical Office, Security Office, Office of the Comptroller, etc.) in solving personal or job adjustment problems. Counseling requests vary in type and scope from advice concerning domestic problems to assistance to members of the family of employees who become mentally incapacitated. Approximately 20 counseling cases were received each month during the past fiscal year. The Division also conducts exit and pre-exit interviews to assist in the retention of competent personnel and to determine causes of resignation. During fiscal year 1954, [redacted] employees who were leaving the Agency were processed. The Division also advises and assists employees in connection with requests for extended leaves of absence, military training leave, retirement and other benefits. 25X9A2

The Division coordinates necessary administrative actions in emergency cases involving Agency employees. This includes special arrangements in such matters as serious illness and death cases and determination of eligibility for continued allowances under the Missing Persons Act. The Division also supports a special Disposition Board which was established very recently to determine the disposition of sensitive and difficult problems such as those involving mental breakdowns, security cases and special disciplinary cases. During the four months of its operation, this Board has acted upon 15 cases.

Among the major objectives of the Office of Personnel for fiscal year 1954 was improvement and extension of services to Agency personnel. The services now offered include the following:

a. An entrance on duty orientation is conducted each week for new employees. This orientation acquaints new personnel with Civil Service and Agency Regulations pertaining to their employment, and familiarizes them with available benefits and services. During fiscal year 1954, [redacted] new employees attended this program. 25X9A2

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b. Employees are assisted in locating temporary and permanent housing upon their arrival in the Washington area whether upon initial employment or return from overseas duty. Improvement in this service during the year is reflected by comparing the 361 cases processed in the last 6 months of the year with the 169 cases processed during the first 6 months of the year.

c. Fund-raising campaigns are organized and conducted by this Division. During the past year 9 campaigns were administered with collections ranging from $46 for the Navy Relief Society to $42,031 for the Community Chest.

d. The Division also administers the Agency's participatio in the Red Cross Blood Donor Program. Arrangements were made for 1,360 donors during the past fiscal year.

Activity of the Incentive Awards Program during fiscal year 1954 was significantly increased over fiscal year 1953, as reflected in an increase of 150% of employee suggestions submitted. The following statistics indicate the level of activity in this program in fiscal year 1954:

Employee Suggestions Received	762
Suggestion Briefings Prepared for Committee (Includes suggestions received prior to 1 July 1953)	547
Awards Approved by Committee	54
Amount of Cash Awards	$ 2,050
Estimated First Year's Savings of Adopted Suggestions	$78,461
Suggestions Under Consideration at End of Fiscal Year	311
Efficiency Award for Suggestion	1
Amount of Efficiency Award	$ 125
Awards for Superior Accomplishment	14
Amount of Awards for Superior Accomplishment	$ 2,725

3. STATEMENT OF PROGRAM OUTLOOK

It is anticipated that the current volume of most activities will continue with a substantial increase in insurance activity resulting from recently approved liberalized benefits. In this area two new programs will become effective in August 1954. One provides for greatly decreased premium payments, wider employee coverage, a higher ceiling and waiver of premiums for disability. The second will provide for a new type of contract offering a complete coverage of expenses incurred during periods of hospitalization; this contract will carry a slightly higher premium but offers far greater coverage with virtually no exclusions.

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During the next year major emphasis will be given to continued improvement of the services offered by the Division and the publication of information designed to acquaint personnel with the services offered.

The establishment of uniform procedures for the processing of hearings and appeals is an important item in these plans. The implementation of Agency Welfare Fund, the development of a comprehensive recreation program are contemplated. Also, the refinement of existing procedures in cases of death with particular reference to arrangements for those occurring overseas will be given special attention.

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STATEMENT OF PURPOSE, ACCOMPLISHMENTS AND PROGRAM OUTLOOK

Processing and Records Division

1. STATEMENT OF PURPOSE

The Processing and Records Division is responsible for processing official personnel actions, maintaining the official inventory of Agency T/O positions and the official personnel records of Agency employees, and for operating a central processing service for personnel performing official travel.

2. STATEMENT OF DEVELOPMENTS AND ACCOMPLISHMENTS

Prior to the reorganization of the Office of Personnel in September 1953, the processing and records activities were carried on in three different organizational components of the Office of Personnel. The processing of personnel actions and the maintenance of the position inventory and employee files were performed separately by the former Overt and Covert Personnel Divisions; the maintenance of applicant files and the preparation of correspondence were the responsibility of the Personnel Procurement Division. Consolidation of these functions in a single organizational unit has made it possible to consolidate records and establish uniform procedures for the handling of these functions. During the past year, emphasis has been placed on the standardization of Official Personnel Folders, insuring prompt handling of correspondence, and enlarging and improving services to employees departing for or returning from overseas assignments.

The extent of the services performed by the Processing and Records Division is conveniently described in statistical terms. During fiscal year 1954, the Division processed [redacted] security initiations as the first step in processing initial employment of prospective employees. [redacted] individuals were processed for entrance on duty in the Agency and 31,268 in-service personnel actions were completed. The Correspondence Branch, which prepares most of the applicant correspondence emanating from the Office of Personnel, prepared and dispatched 39,001 letters. The time lag for the preparation of this correspondence is usually within 24 hours of the receipt of a request in the Branch.

25X9A2

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The services furnished by this Division make it possible for personnel who are performing official travel to complete necessary personal, transportation, medical, and incidental travel arrangements through a central point rather than through the many separate administrative offices concerned with these activities. During fiscal year

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1954 the Branch assumed the additional function of arranging all travel reservations and handling all contacts with common carriers in connection with the transportation of Agency employees. Statistically the accomplishments of the Branch can be summarized as follows:

a. Travel Orders processed - [redacted]

b. Reservations - Domestic - [redacted]
Foreign -

c. Traveler Interviews - [redacted]

25X9A2

Procedural improvements included a streamlined suspense system for periodic step-increases, establishment of a locator system to facilitate handling of credit, telephone and mail inquiries, and improved methods for controlling processing of personnel travelling overseas.

3. STATEMENT OF PROGRAM OUTLOOK

It is anticipated that the activities of the Processing and Records Division will continue at approximately their current level during the next year or two. Exceptions to this general outlook will be influenced by the impact of implementation of the procedures for admittance into the Career Staff. Plans for improving the services offered by this Division include the following:

a. Establishment of more effective control of Official Personnel Folders with particular emphasis being given to security considerations pertinent to the maintenance and dissemination of this type of information.

b. Providing more thorough briefing of departing travellers by improving procedures for obtaining detailed current information as to living conditions and general environmental factors at all overseas stations.

c. Continuing review and revision of form letters used in applicant correspondence to insure currency and to personalize writing as much as possible.

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STATEMENT OF PURPOSE, ACCOMPLISHMENTS AND PROGRAM OUTLOOK

Classification and Wage Division

1. STATEMENT OF PURPOSE

The Classification and Wage Division is responsible for providing an Agency-wide program of personnel service in position classification and wage administration, allocating Agency and National Security Council positions, developing classification standards and qualification requirements, performing wage administration functions governing all departmental and field positions, and providing evaluation services and guidance regarding salaries of various associate personnel.

2. STATEMENT OF ACCOMPLISHMENTS

The activities of the Classification and Wage Division during Fiscal Year 1954 were directed toward improvement in the overall services performed, with particular emphasis being given to the preparation of position standards and to the development of regulatory and informational materials pertinent to classification and wage administration. Special factors to be considered in discussing the Division's functions are as follows:

a. Although the Agency adheres generally to the principles and practices established by the Classification Act of 1949, it is necessary in most cases to develop standards and guides designed to cover relatively unique positions found in this Agency as compared with other Federal agencies.

b. Rapidly changing operational situations dictate classification review and decisions frequently without benefit of detailed information on organizational functions, programs, relationships, or the duties of individual positions.

c. The highly classified and sensitive nature of programs, operations and responsibilities of individual positions require special classification methods and techniques.

d. The rapid expansion of the Agency, coupled with the geographic dispersion and variety of occupations, have presented difficulties in achieving and maintaining a proper classification structure.

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e. During the year a comprehensive system of position analysis was introduced which includes the preparation of position descriptions which describe duties, responsibilities, qualifications required, lines of job progression, and explanation of allocation factors for all Agency positions. The information obtained through this program provides a basis for the development of position standards describing groups of similar positions in terms of their characteristics, allocation guides, and qualifications requirements.

f. An Agency Handbook containing definitions of occupational groups and series and a listing of all classification titles and occupational codes was developed. Regulations and Handbooks were prepared concerning the position analysis program and the classification and wage administration process.

g. The servicing of operating divisions with respect to Table of Organization approvals, individual personnel actions and usual classification services, continued as predominant factors in the Division's activities. In carrying out these services emphasis has been given to the overall objective of organizing and presenting job information obtained during individual job analyses and organizational surveys in a form which makes it most useful for recruitment, placement, training, and career development, as well as for classification purposes.

The review of individual personnel actions involves classification determination, desk audits and preparation of job descriptions, including review of super-grade positions. During the year there were 702 such actions reviewed. The Division performs classification review and distribution of approved Tables of Organization and is responsible for the control of Table of Organization records. During the year 1,350 individual T/O changes were processed involving [redacted] positions. 25X9A2

Classification surveys, including the collection, recording and analysis of job information and the presentation and coordination of survey results were completed on a total of 2,310 positions.

Special projects undertaken during the year included the development of competitive levels for Agency positions, the establishment of a combined T/O-position control register, studies on organization and distribution of various jobs and positions, and the development of an employee handbook on "How Your Position is Classified in CIA."

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3. STATEMENT OF PROGRAM OUTLOOK

Program plans of the Division place particular emphasis on the acceleration of existing activities in classification surveys and development of position standards in order to produce adequate and comprehensive coverage of Agency positions in terms of information required for recruitment, placement, training, and related purposes. It is also planned to increase familiarization of supervisors and employees with classification principles, procedures and operations through continued effort in the publication of informational materials.

Some of the specific problems which will be given special attention during the coming year, include the following:

a. Resolution of classification problems related to the assignment of personnel returning from overseas assignments.

b. The development of classification procedures to meet emergency staffing problems of operational components.

c. Improved procedures for reviewing T/O proposals and extension of the use of the standard position description.

d. Review of classification codes assigned to individual positions in terms of competitive level designations to insure that all positions within each level are actually interchangeable.

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STATEMENT OF PURPOSE, ACCOMPLISHMENTS AND PROGRAM OUTLOOK

Military Personnel Division

1. STATEMENT OF PURPOSE

The Military Personnel Division is responsible for providing services in the procurement, assignment, administration and disposition of military personnel detailed to the Agency from the Department of Defense, for conducting necessary liaison with appropriate components with the Department of Defense, and for preparing and maintaining necessary records pertaining to military personnel.

2. STATEMENT OF ACCOMPLISHMENTS

Significant developments in the activities of the Military Personnel Division during fiscal year 1954 included the following:

a. Transfer to the Division of military personnel administration functions formerly performed by the Eastern European Division, DD/P.

b. Decentralization of responsibility and authority for military personnel administration in the field to the Senior Representatives in [redacted] for their respective areas of jurisdiction. 25X1A6a

c. Institution of a program of exit interviews for military personnel being returned to their parent services. The analysis of the results of such interviews is expected to assist in the identification of problems affecting the utilization and morale of military personnel detailed to the Agency.

[redacted] 25X1C4a

Statistically the volume of activity in the Military Personnel Division is reflected in the following summary of requests to the Department of Defense, and authorizations for military personnel:

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	FY 1953	FY 1954	FY 1955
[redacted]			

25X9A2

3. STATEMENT OF PROGRAM OUTLOOK

The Division's program plans for the coming year were directed toward overall improvement of the services offered, evaluation of current utilization of current military personnel in relationship to the Agency's agreement with the Department of Defense, and for improvement of the attitude and morale of military personnel with respect to services of the Agency. Specific efforts toward these goals will include the following:

a. Within the limits of pertinent security considerations and Agency requirements, the procurement of military personnel will give particular emphasis to the selection of individuals who are interested in career development in the types of assignments available within the Agency. Although interviews toward this end cannot usually be arranged because prospective detailed personnel have not been fully cleared, information available from the Services as to pertinent skills and abilities may be utilized to assist in this process.

b. Improved screening procedures in the securing of enlisted personnel will be developed to assist in reducing the currently high rate of security rejects in this category.

c. The Division will work with civilian and military supervisory personnel in the Agency concerning current Department of Defense doctrine and procedures relative to efficiency reports in an effort to improve those prepared for military personnel in the Agency.

d. Constant studies will be conducted to assure that assignments of military personnel are commensurate with their grades and capabilities. This involves study of basic personnel records, efficiency reports, memoranda concerning personnel actions, and special and exit interviews with individuals.

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STATEMENT OF PURPOSE, ACCOMPLISHMENTS AND PROGRAM OUTLOOK

Interim Assignment Branch

1. STATEMENT OF PURPOSE

The Interim Assignment Branch operates a program for holding clerical-type personnel pending the final clearance for Agency employment and demonstration of proficiency for permanent assignment.

2. STATEMENT OF ACCOMPLISHMENTS

The Interim Assignment Branch was established late in 1947 when it became apparent that the lengthy processing period for Agency employment was a serious barrier to obtaining adequate numbers of qualified clerical personnel to meet minimum requirements. As had been noted in the description of the personnel procurement activity, this factor continues to discourage otherwise interested and qualified applicants who have no difficulty in obtaining immediate employment elsewhere. The Interim Assignment Branch therefore serves as a holding operation for clerical personnel during the processing period and also provides an available work source for the accomplishment of unclassified projects for all components of the Agency. During the past Fiscal Year, average employment in the Interim Assignment Branch was 136. During this period 88,040 man-hours, representing a dollar value of $140,860, were devoted to completion of unclassified work projects.

The Interim Assignment Branch also provides refresher training for otherwise qualified individuals whose typing and stenographic skills have fallen below Agency standards. Personnel in this category who are recruited in the field and selected on the basis of school records, or in the case of those who have not completed their schooling, on the basis of current course goals, are tested upon entrance on duty against established Agency standards. Those who are unable to meet these standards are offered a brief period of refresher training to assist them in meeting the standards. Those who fail to qualify after this training are re-assigned to general clerical positions and placed at appropriate grade levels.

The Interim Assignment Branch is also used to maintain a reservoir of fully-qualified and fully-cleared stenographic personnel to meet emergency requirements occurring either on a temporary basis or through the unexpected resignation of a regular employee. The lengthy processing period required for Agency employment makes it necessary to have a small number of such individuals available to meet such special requirements on a 24-hour basis.

All clerical personnel entering on duty are processed through the Interim Assignment Branch for brief orientation and indoctrination in Agency procedures with respect to office methods (filing, telephone calls, etc.) and the preparation of correspondence and standard reports.

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3. PROGRAM OUTLOOK

Although the activities of the Branch are not susceptible to the establishment of program objectives in a general sense, it is anticipated that the number of personnel assigned there will reach a fairly high level during the next few months and level off as the effects of the end-of-school recruitment activity have decreased. (The summer season is traditionally an unproductive one in the recruitment of clerical personnel.) The Branch will continue to make every effort to obtain maximum utilization of personnel assigned to the Branch through arranging for a realistic volume of unclassified work assignments

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